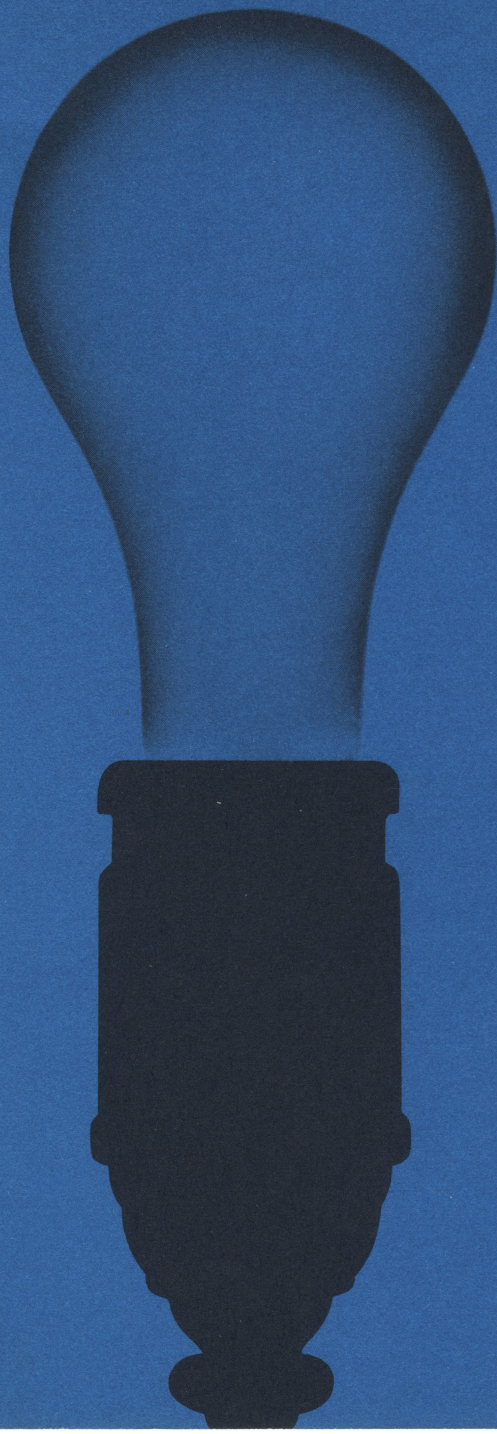


**Ideas for Improvement? Use the Suggestion Plan**





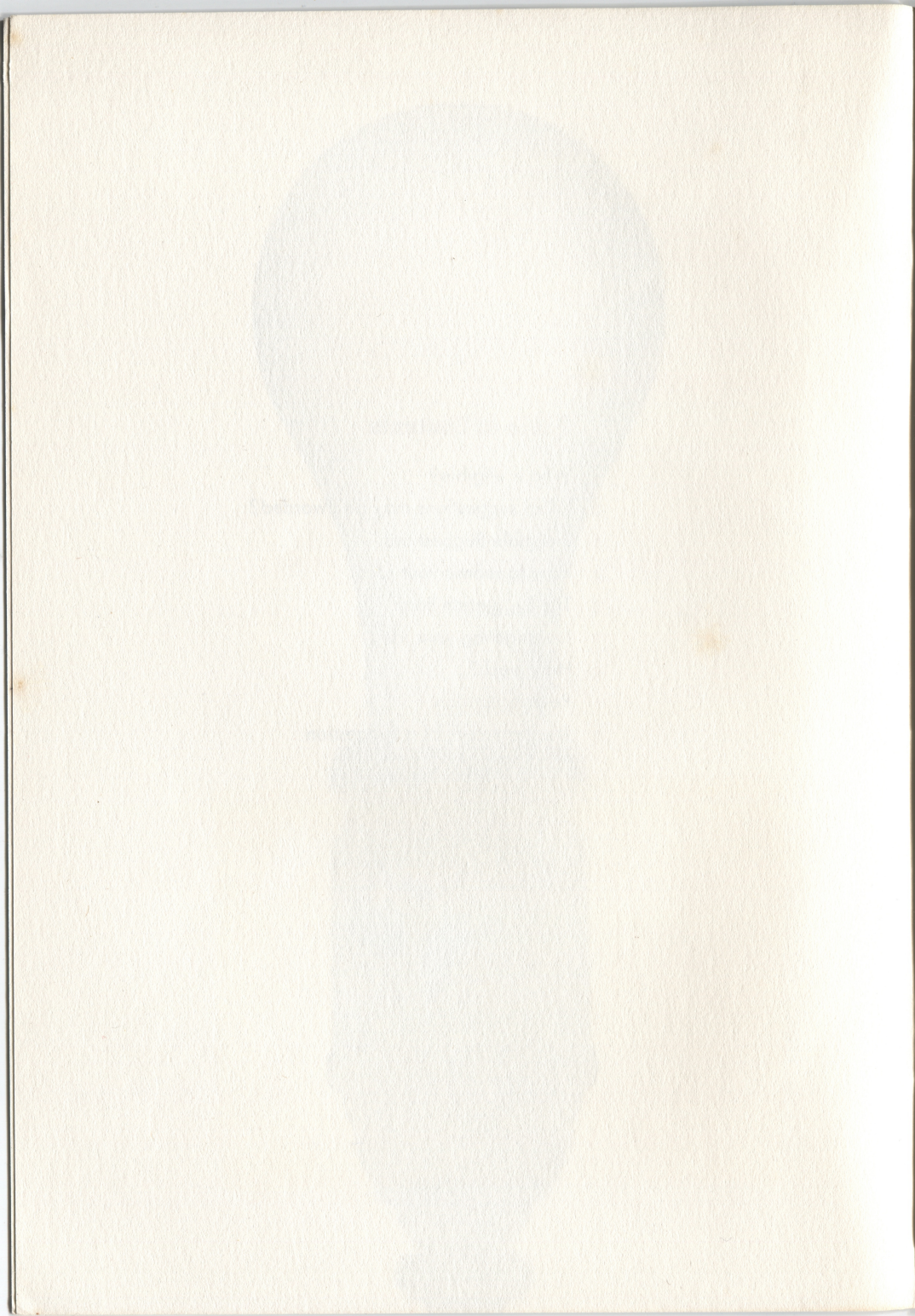




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## Ideas for Improvement

If you have any new ideas that will:

- SAVE time, material, or money
- CREATE new products, designs, or methods
- IMPROVE quality, reliability, production, customer service, or safety
- REDUCE costs
- ELIMINATE any unnecessary or unsafe practices

you'll find a market for them in IBM.

The IBM Suggestion Plan is your way of contributing to IBM's progress, and IBM's way of rewarding you for your contribution. It was started in 1928 and since then has paid out millions of dollars in suggestion awards to IBMers.

This booklet will tell you WHO may make suggestions, WHAT suggestions are eligible for awards, HOW to submit your ideas.

Keep it handy. And keep your eyes open. There's almost always a better way to do almost everything. If you have a good idea, suggest it. If you have any questions about it, see and talk to your manager or your local Suggestion Department.





## The Suggestion Plan: WHO, WHAT, HOW

If you're a regular IBM employee, or a regular employee on leave, or retired, you can submit suggestions under the Plan.

All non-exempt employees except those working in the Suggestion Department are eligible to receive awards for their suggestions. Non-exempt employees assigned to methods, design, research or development activities cannot receive awards for suggesting improvements to their own jobs or their areas of responsibility.

If you have any questions about your eligibility, talk to your manager.







### What suggestions may be awarded?

Any eligible adopted suggestions which result in tangible savings or improve quality, reliability, safety or customer service will be considered for an award.

That covers a lot of ground. So, to make sure you get off on the right foot, better look over this list of subjects which are *not eligible* for awards.

They relate to:

- Employee benefits, social or recreation associations or convenience installations, such as cafeterias and parking lots —unless they result in tangible savings.
- Ideas already under consideration by the company.
- Periodic or routine matters other than improvement in methods for which established procedures exist, such as normal maintenance repairs, housekeeping, redesign of forms or updating of printed matter.



- Requisitioning of items that can normally be supplied by or obtained from a stock location.
- Increases or decreases in facilities, prices, salaries, services rendered, use or application of IBM equipment, etc., where the need for change is under continual re-examination by management.
- Improvements to IBM manufactured machines, supplies, manufacturing machinery or tools before they are released to production by engineering.
- Suggestions for improvement of pilot production or preliminary manuals or procedures that would normally be provided for by the area responsible.
- Ideas not directly applicable to IBM, its products or personnel.
- Routine improvements to newly occupied premises, production facilities or service facilities during the first six months of occupancy or use.
- Ideas not offering a specific solution.
- Errors in printed matter unless the suggestion results in tangible savings.
- Ideas which are the subject of a prior active suggestion at the location to which the suggestion was submitted or to which it was directed by your Suggestion Department.








### How to submit your Idea

Don't carry an idea around in your mind or in your pocket without doing something about it. If you have an idea you consider practical and worthwhile, submit it right away. Someone else may have the same idea—and the first one received on a suggestion form is the only one that can be considered for an award. Even if you make your suggestion directly to the person or department concerned, you should make a formal entry under the Plan. If you delay more than 30 days your idea will no longer be eligible for an award.

All ideas must be written on a suggestion form to be eligible for awards. These forms are designed to make it easier for you to present your idea. Fill in the required information on the form with a hard pencil, ball point pen or typewriter, so that all copies are legible. Tear off the pink copy and keep it for your personal file. Be careful not to remove the carbon paper from the remaining copies of the suggestion form.



When you write your suggestion, be clear and concise, and emphasize why you think your suggestion should be adopted. It may not always be obvious to the investigator. All suggestions must offer a specific solution before they can be officially recognized and investigated.

| IBM  Suggestion Form |  | 1 | 2 |
|---|--|---|---|
| 3   |  |   |   |
| 4   |  |   |   |
| 5   |  |   |   |
| 6   |  |   |   |
| 7   |  |   |   |

Be sure to:

Define the problem.

State your solution.

Explain why your idea should be accepted.

When you have filled out the form, giving all the necessary information, sign and date it. If you don't want your name disclosed during the investigation, indicate this on the suggestion form.

Submit the suggestion, using the pre-addressed envelopes provided. Intra-company mail should be used whenever possible.

1. Suggestions will be dated and will be considered active for two years from this date.
2. Used by the Suggestion Department for suggestion number and subject code.
3. Fill this section out completely. Give all applicable data requested. Attach samples whenever possible.
4. Explain present method or condition.
5. Describe the proposed improvement, including the solution.
6. Explain why the improvement is necessary and what expected savings or benefits will be realized.
7. In these spaces, give complete information about yourself—your name—6 digit employee serial—location—occupation—etc. Date and sign your suggestion.

Submit only one idea on a form. Remember proper consideration of your suggestion takes time.



## Investigating your Idea

When you submit your suggestion, it is dated and is eligible for award for two years from that date. An acknowledgment copy will be sent to you.

Your Suggestion Department will represent you and see that a thorough investigation is made. After evaluation, adopted suggestions are presented to a Suggestion Committee for final review.

Your Manager will notify you if your suggestion is adopted. If it is not adopted, or is ineligible for award, you will be notified of the reasons in writing. If you don't agree with the reasons given, you may contact your Manager or the Suggestion Department to discuss your question.







### How much?

Cash awards for eligible adopted suggestions range from \$25 to \$75,000. The actual award amount depends upon the savings resulting from your suggestion, or by the benefit to the company.

Suggestions can be tangible or intangible. A tangible suggestion is one which will result in actual cash savings during the first year after implementation. An intangible suggestion cannot be measured in such specific dollar and cents terms.

To qualify for an intangible award, a suggestion must improve either quality, reliability, safety or customer service.

For tangible suggestions, awards are based on 20% of the first year's estimated net material and labor savings. An award of over \$25,000 will be divided into two equal payments, the first being paid upon adoption and the remainder in January of the following year.

Intangible suggestions are rated according to an "Intangible Suggestions Award Guide." Since it is not possible to compute dollars and cents savings for these ideas, they are rated according to certain other factors, such as the frequency, extent, seriousness of the problem and the effectiveness of the solution.

All suggestion awards of \$50 and higher are reviewed automatically after one year. If additional savings have been realized an additional award will be made.



Also —

Awards for joint or partnership suggestions are divided equally among the original participants. If duplicate suggestions are submitted, the suggestion bearing the earliest date of receipt will receive the award.

Suggestions will be evaluated for use at IBM locations to which they were submitted. They may also, at the discretion of the Suggestion Department, be investigated for adoption at other IBM locations. An additional award may be granted if additional use at other locations is made of your idea within the first year.

Any suggestion award is considered as income by the Internal Revenue Service and is subject to withholding and other payroll taxes.

### Re-investigations

If your suggestion is not accepted, and if you have further information to offer in support of it, you may request a re-investigation. Fill out a new suggestion form and explain why your suggestion merits further consideration. Remember, a suggestion is eligible for award for two years from the date it is received and asking for a re-investigation does not extend this period. In requesting a re-investigation, always refer to the latest number assigned to your suggestion.

Alternate solutions should be submitted as new suggestions.





## What is the active life of a suggestion?

If your suggestion has not been accepted and if you think the idea has application beyond the two-year eligibility period, you may request a re-submission of the suggestion. This will extend the eligibility period for another two years.

This eligibility period will be extended only if you re-submit this suggestion within the thirty days prior to its expiration date. A request for re-submission of a suggestion which has lapsed will be handled as a new suggestion.

New suggestion forms should be used when re-submitting your suggestion. Copy the most recent suggestion number assigned and briefly summarize the idea from the original form. Write the word, "Re-submission" and then add any new reasons for re-considering your suggestion. Complete the bottom section of the suggestion form and submit it in the usual manner.

If an employee is on military leave at the time his suggestions are due to expire, the company will automatically re-submit them for him. Upon return to the company, they will again become his responsibility.

Suggestions still under active investigation at the end of any two-year eligibility period are automatically kept active by the Suggestion Department for an additional two years.





An eligible suggestion is adopted when the suggestion itself or an idea resulting directly from the suggestion is put into operation or initiating action is taken toward that end at the location to which the suggestion was submitted or to which it was directed by the Suggestion Department during the suggestion's active life. The company is under no obligation to submit suggestions to any specific location and no award will be paid for similar ideas adopted at locations to which the suggestion was not submitted or directed by the Suggestion Department unless action was in fact derived from the suggestion itself.

Awards shall be paid only to: the eligible regular employees of International Business Machines Corporation or its subsidiaries in the United States, its territories and possessions; retired employees; employees on leave of absence; and former employees eligible at the time of submission. If an employee is deceased at the time an award is authorized, the award will be paid to the beneficiary or beneficiaries designated by the company.

The processing of a suggestion or payment of an award under the Suggestion Plan shall not be deemed a waiver<sup>2</sup> of any rights which IBM may have to the subject matter of the suggestion under the Employee Confidential Information and Invention Agreement.

### My suggestion record

[illegible]



